



No. 6

MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

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USO SPONSORS COMMUNITY PROGRAMS FOR HOUSING DEVELOPMENTS

by

Erwin Farley, Resident Manager
Bayview Terrace, San Diego, California

The USO Industrial Division

Bayview Terrace, a 1000-unit demountable FPHA development for industrial war workers, is one of the fifteen housing projects now occupied or under construction in San Diego. When the present building program is completed, over ten thousand war workers and Army and Navy civilian and enlisted men and their families will be housed in trailers, dormitories, and demountable and permanent houses in this war-crowded community. The USO through its Industrial Division, has greatly assisted the management of the housing developments that are now occupied in initiating and maintaining community programs. The program at Bayview Terrace is the most complete of any of those now under way and has many features that may be of interest to other managers throughout the country.

How It Started at Bayview

At Bayview Terrace a large community building was erected on the site in connection with a 24-room demountable elementary school. This community center includes a large auditorium usable also as a gymnasium, two social rooms, a kitchen, dressing rooms (complete with showers), and a storeroom. A few months after initial occupancy a tenants' association was formed to handle the social, civic, and welfare affairs of the community. After staging a Fourth of July barbecue and a carnival, the association decided that professional assistance was desirable to carry on a really successful community program. The City Recreation Department, the WPA Recreation Division, and other local public agencies were unable to assist in staffing and programming the center because of insufficient funds and personnel. So the tenants' association's officers approached the management staff and the USO to see what could be done about a regular community activities program.

The USO Industrial Division, which is allotted 5 per cent of the national USO funds, was meant to serve in just such cases as ours--in war areas where existing community facilities are already overloaded. Consequently, an Industrial USO Club was established in the Bayview Terrace community building. It is similar to military USO clubs but is staffed and programmed to meet the needs of the industrial workers and their families living in and around the development.

Before the club was opened, an advisory committee was set up. Serving on the committee were the heads of existing tenant groups: the community association, the community Sunday school, the garden club, the Scouts, and the civilian defense unit. The Resident Manager and the Director of the local USO organization worked with this advisory committee in setting up the general policies to be followed in the opening and programming of the club. This group still meets from time to time as the need arises to review and comment on the work being done. The USO staff (a director and an assistant in charge of physical education activities) makes most decisions in connection with specific details.

USO Provides Equipment

The USO provided the auditorium with sports equipment for badminton, volley ball, etc.; furnished the social rooms with lounge furniture, a phonograph, a radio, magazines, ping pong tables, games, etc; took over and equipped the storeroom for use as an office; and provided sports equipment for use on the outdoor playgrounds in connection with the community building and the school.

An all-around social and recreational program for children and adults is now in operation. Two boys clubs, two girls clubs, and a club for teen-age boys and girls have been formed. There are various regular sports classes for women and men at hours open to all shifts of workers. Dance classes for young couples are very popular. The weekly community sing serves also as a home talent program. Special events such as card parties, holiday celebrations, movies, sports exhibitions, etc., are planned and staged cooperatively by the community association's social committee and the USO. Most USO activities are free; however, profits made from special events go to the community association for the purchase of equipment that the USO is unable to provide.

Other resident groups wishing to use the community building may do so with the approval of the management when the building is not otherwise in use. USO leaves open time for other regularly scheduled activities and

emergency use. There are several groups in the community, active in their own right, that are not a part of the USO program.

Management participates in the program only in an advisory capacity and in its provision of the buildings and outdoor play areas, utilities, and certain maintenance work—all free of charge to the USO.

Program Serves Real Need

The USO is serving the need for an organized community program that otherwise in this emergency would not have been met. With dim-out regulations in some areas and with gas rationing throughout the nation, it is more important than ever to see that recreational facilities are provided as near to the home as possible. To our knowledge, the Industrial USO clubs here are the only ones of the kind in the nation. Other war communities may profit by the example of Bayview Terrace in using a war-time agency for a war-time need.

PERSONALS

CHARLES WALTE, JR.— Mr. Walte has recently left the Louisville Municipal Housing Commission to become Assistant Director for Management in FPHA's Region V, with headquarters in Cleveland. Mr. Walte was Chief Housing Manager for the Louisville Commission.

ALEX K. MILLAR— Mr. Millar has left 1692-unit Carquinez Heights in Vallejo (California), where he was Housing Manager, to go to Ogden (Utah), the site of some 6500 units of all types of FPHA war housing in various stages of completion.

HARRY W. HANSEN— Mr. Hansen is now Manager of 568-unit Woodhill Homes in Cleveland, an FPHA-aided development for low-income families. Previously he had been Management Assistant at 582-unit Valleyview Homes, another low-rent, FPHA-aided community in Cleveland.

WILLARD BLEYER— Mr. Bleyer has been transferred from the manager-ship of Walnut Ridge Homes (100 units) in Ellwood City (Pennsylvania) to FPHA's Region II office in New York City.

DIVISION COMMITTEES GET UNDER WAY

All but one of the Management Division's Committees authorized by the Executive Council for 1942-43 are now organized and prosecuting their programs. Any member of the Division, regardless of committee affiliation, is, of course, welcome to send in material or comments on committee programs. Communications may be addressed either to the Chairmen or to NAHO headquarters.

Management Training

The Committee on Management Training was appointed early in August and has since met twice, with a third meeting planned for December 5 at the time of NAHO's Region II meeting in New York City. The Committee is collaborating actively with the Federal Public Housing Authority's Housing Management Training Office. It has been arranged that members of the Committee in each of the ten FPHA regions are to work individually with FPHA Regional Training Advisors. In-service training is to be given the main emphasis but rather specific plans have been made for encouraging proposed pre-entry management training by universities and colleges. A seven-point set of standards for such pre-entry training has been discussed and is to be given further consideration by the Committee upon receipt of further data from Miss Jean Coman, Chief of FPHA's Housing Management Training Office, giving special attention to ways and means of promoting the plan among local authorities and of getting qualified teachers on university and college staffs.

As one of its immediate jobs, the Committee is preparing a series of statements from experienced managers throughout the country on typical management problems they have met and solved or are still trying to solve. These typical problems are to be distributed to Division members with issues of the BULLETIN in the near future with the ex-

pectation that others will be volunteered from time to time, the whole set eventually to be collected, bound, and distributed as a Division publication.

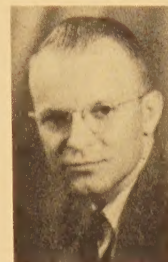
The membership of the Committee on Management Training is as follows: Chairman--Abraham Goldfeld, Manager, Lavanburg Homes, New York City; Vice-Chairman--Leon Raider, Manager, Tasker Homes, Philadelphia; George S. Binen, Manager, Elm Haven, New Haven (Connecticut); Roy S. Braden, Community Manager, Greenbelt (Maryland); John M. Ducey, Administrative Assistant and Purchasing Agent, Chicago Housing Authority; Frank Fox, Assistant Director for Project Management, Region VIII, Federal Public Housing Authority, Fort Worth; John A. Kervick, Assistant Director for Project Management, Region II, Federal Public Housing Authority, New York; Alonzo G. Morón, Manager, University Homes, Atlanta; Gunnar Mykland, Director, Region VII, Federal Public Housing Authority, Kansas City (Missouri); Raymond E. Nelson, Assistant for Management, Housing Authority of the City of Los Angeles; Harry H. Olson, Executive Director, Great Falls (Montana) Housing Authority; Helen Phelan, Manager, Valleview Homes, Cleveland; Walter Simmons, Assistant Executive Director, Memphis Housing Authority; Harry B. Weiss, Special Assistant, Leasing and Occupancy Section, Management Division, Federal Public Housing Authority.

Management Aspects of War Housing

The second Division Committee that has been actively launched is the Committee on Management Aspects of War Housing. In mid-September invitations for Committee membership were issued and one meeting of its nucleus group has been held. A meeting of the full Committee is planned before the Christmas holidays when a program as compiled from suggestions already received and as discussed in the nucleus meeting will be submitted for approval and immediate action. Some of the problems suggested for Committee consideration are: Do trailers and dormitories present different tenant relations and community problems? What are some of them and how are they being met? -- What about recreation for war workers in war housing? Can fatigue from long, irregular hours be offset with recreation? What's being done? -- What kind of community results from the streamlined tenant selection process for war housing, where social history, credit, etc., are not looked up during selection? Are children a serious problem when large groups of war housing have both mother and father working? How about day care? -- Are there sanitation problems in trailer projects? -- How are they being met? -- What's been the experience so far with so-called "demountables?" With "straight temporary" housing?

Membership of this Committee is as follows: Chairman--Lawrence M. Cox, Executive Director, Housing Authority of the City of Norfolk (Virginia); Vice-Chairman--H. R. Emory, Executive Director, Housing Authority of the City of Wilmington (North Carolina); Channing M. Bolton, Assistant Director, Region III, Federal Public Housing Authority, Washington; Orin M. Bullock, Jr., Executive Director, Housing Authority of the City of Portsmouth (Virginia); Alex K. Millar, Housing Manager, Federal Public Housing Authority, Ogden (Utah); Francis X. Servaites, Area Manager, Farm Security Administration, Newton Falls (Ohio); Orton F. Keyes, Housing Manager,

WE PRESENT...



EXECUTIVE
COUNCILMAN
FINLEY
VINSON

Eighth in a series of Executive Council biographical sketches.

Mr. Vinson is the second of the two new members elected to the Executive Council this spring. (Mr. Franklin Thorne is the other new member--see the September, 1942 BULLETIN.) He is a native Texan, now resident in Corpus Christi, where he has been since 1930. In 1937 he graduated from the Texas College of Arts and Industries with a degree in business administration and for the next year was real estate editor of the Corpus Christi newspaper, the Caller-Times. In 1938 he was appointed Executive Director of the newly-formed local housing authority. In addition he now serves on the local Fair Rent Committee, the executive committee of the Homes Registration Office and as President of the Texas Association of Housing Authorities. He has been a member of the City Planning and Zoning Commission and twice a Kiwanis director.

Mr. Vinson's authority, one of the first in the country to launch a war housing program, now has either under management or construction practically every type of public housing possible: FPHA-aided low-rental developments for white, Latin American, and Negro occupancy; FPHA-aided 671 war housing; Lanham Act housing for enlisted and for civilian Navy personnel; and Navy constructed off-station housing taken over under Presidential order.

Mr. Vinson was one of the Division's first members and has always been active in both Division and Association affairs, particularly regional and annual meetings.

HOUSING MANAGER WANTED

Be sure to note the enclosure with the November NAHO NEWS (mailed with this BULLETIN). It is a statement from the Detroit Civil Service Commission of the qualifications necessary to take an examination on December 16 for a housing manager's job, now open with the Detroit Housing Commission. The exam is being given here in Chicago at "1313" for the Civil Service Commission by the Civil Service Assembly, one of NAHO's neighbors at this address.

New Division Members

Albert, Sterling H. - Senior Housing Representative, National Housing Agency, Buffalo

Auerbach, Howard L. - Housing Management Advisor, Region II, Federal Public Housing Authority, New York

Bradfield, William P. - Housing Manager, Direct Management Project, Federal Public Housing Authority, Marion (Illinois)

Bryar, Bradford S. - Manager, Euclid Homes, Euclid (Ohio)

Cary, William H., Jr. - Regional Housing Management Training Advisor, Region I, Federal Public Housing Authority, Boston

Clark, Lloyd C. - Manager, Luch Mallary Village, Springfield (Mass.)

Gobbel, James T. - Chief Special Housing Projects, Management Division, Federal Public Housing Authority, Washington, D. C.

Hammer, Martin F. - Resident Manager, Ranier Vista Homes, Seattle

Hill, John Robert - Housing Management Training Advisor, Region II, Federal Public Housing Authority, New York City

Iler, Mrs. Esther - Chicago

Kasdin, Miss Beatrice - Assistant Housing Sociologist, Management Standards Division, Federal Public Housing Authority, Washington

National Public Housing Conference, Inc., New York City

O'Rourke, John J. - Housing Manager, Federal Public Housing Authority, Sidney (New York)

Russell, James - Bremerton (Washington)

Schweitzer, Frederic G. - Manager, Frances Cabrini Homes, Chicago

Somerville, W. L. - Vice-President, wartime Housing Limited, Toronto, Canada

Turner, F. G., Jr. - Director of Maintenance, Housing Authority of the City of Raleigh (North Carolina) and Acting Manager, Halifax Court

Welfer, Frank H. - Housing Manager, Pennypack Woods Defense Housing Project, Philadelphia

Wheeler, Joseph A. - Housing Management Advisor, Region V, Federal Public Housing Authority, Cleveland

War Housing Project, South Bend (Indiana); Clifford R. Clair, Area Housing Manager, Federal Public Housing Authority, Wichita (Kansas); Sherwood L. Reeder, Director, Detroit Metropolitan Area Office, Federal Public Housing Authority; Mrs. Eathel Bucknell, Resident Housing Manager, Sand Point Homes, Seattle; Hugh A. Wing, Manager, Harrison Township Defense Housing Project, Pittsburgh; John MacGathan, Housing Manager, Schonowee Village, Schenectady; Robert Lealand Hunter, Executive Director and Secretary, Housing Authority of the City of Fort Worth; Edward L. Carter, Housing Manager, The Anchorage, Middletown (Rhode Island); Lawrence G. Stewart, Housing Manager, Aberdeen, Edgewood, and Havre de Grace War Housing, Havre de Grace (Maryland); John M. Sullivan, Housing Manager, LaPorte and Walkerton War Housing, LaPorte (Indiana).

Three Committees Initiating Programs

The three remaining Committees approved by the Council and now in the initial stages of their programs are: Committee on Maintenance Methods and Problems, and Measurement Standards -- Chairman, J. S. Raffety, Manager, Laurel Homes, Cincinnati; Committee on Management's Contribution to Design -- Chairman, Raymond A. Voigt, Assistant Director for Project Management, Region VI, Federal Public Housing Authority, Chicago -- invitations for membership on both Committees issued and program suggestions distributed; Committee on Rent Policy -- Chairman, George Schermer, Administrative Assistant, Detroit Housing Commission -- tentative list of Committee personnel and program suggestions drawn up for Chairman's approval.

Unusually good results are expected from all five Committees under the new plan of appointing to each of them nucleus working groups of members that are in close proximity to one another and representatives from all ten FPHA regions. Good results are also expected from the careful definition of programs worked out for each. It is hoped that within the next several months concrete evidence of the success of these methods will be available in the form of several Division publications.

PREOCCUPANCY MAINTENANCE AND MANAGEMENT FUNCTIONS

by

George C. Bell, Regional Construction Advisor,
Region V, Federal Public Housing Authority

The period during and immediately after the time when a housing project is being transferred by the Construction Division from the custody of the contractor to the custody of management is a critical one, threatening the smooth operation of the project. Much can be done by the project manager at that time to eliminate unnecessary trouble and insure efficient operation of the project from the beginning.

Frequently the housing manager moves into the project at a late date and starts to organize a maintenance crew just prior to occupancy. Unfamiliarity with the project and the accessories and equipment contained therein will be a big handicap even to experienced maintenance men.

"Adjustments" Costly

In most occupied projects a few meddling or inquisitive tenants will attempt to "adjust" equipment or accessories already in adjustment, with the result that it is rendered completely inoperative. This statement applies to furnaces, hot water heaters, ranges, electric automatic controls, dampers, thermostats, pilot lights, etc., and to hardware, especially lock-sets and door checks. When the equipment has been "fixed" by the tenant, the next step is to report to management that it is out of order and that at no time has it ever operated properly. Until the maintenance men become sufficiently familiar with the equipment to make the proper adjustment, unnecessary work is thrown back onto the contractor through the project manager and his associates. Often considerable ill feeling is brought about because of these situations, to say nothing of inconvenience to all those concerned.

The sooner the maintenance crew become thoroughly familiar with the project and the individual characteristics and tendencies of each piece of equipment in it, the sooner unjustified complaints and requests to the contractor and to the project manager for unnecessary work will cease. These complaints are usually made under the guise of defective material or workmanship as covered in the one-year guarantee.

To Minimize or Correct

To minimize or correct this situation, it is suggested that steps be taken to get the chief maintenance man on the project as soon as possible so that he can witness final adjustments on equipment and learn from the contractor the peculiarities of each piece of equipment and its accessories and how to make adjustments. Under such a plan the project manager should set up the following procedure:

- 1 - Call the contractor's attention to the fact that many unnecessary complaints may be eliminated and resultant labor and expense saved if the maintenance crew is properly instructed in the care and maintenance of the equipment installed by the contractor. Many contractors' and manufacturers' representatives see the wisdom of the suggestion and enter wholeheartedly into the program.
- 2 - Obtain a complete list of all contractors and sub-contractors employed in the construction of the project so that in cases involving questions related to some specific trade, the proper individual may be contacted without loss of time.
- 3 - Obtain the name and address of the local representative of each manufacturer who supplied any equipment, accessory, or factory-finished product that was incorporated in the work. Identify each product with the name of the representative.
- 4 - Obtain folders and descriptive literature on all fixtures and equipment acquired by the project manager during construction.
- 5 - Arrange for each manufacturer's representative to

MANAGEMENT TRAINING NOTES

*From the Committee on
Management Training*

● Bill Cary has started Job Instructor Training sessions in his regional office (Region I, Boston).

● An In-Service Training Institute was held during October for the management aides of Atlanta's eight housing communities. Five separate sessions were convened at weekly intervals. The Atlanta authority stated that the Institute was designed "to bring the workers in the Authority the expert assistance of the staff members of the Atlanta University School of Social Work, a description of some resources available in the community, and the technical advice of the staff of the regional office of the Federal Public Housing Authority. From these five meetings we hope to develop valid criticisms of our present programs and build the foundation for a program of community activities in each project that will help our families to use to the utmost the facilities for improving family life provided by the Housing Authority and by private and public agencies in the city."

● Sunshine Matthews, FPHA Management Training Advisor for Region VIII, gave a speech on training at NAHO's Regional Conference in Baton Rouge. She stated that a carefully planned training program will further a successful management program by: assisting every housing employee to know the work he is expected to do, helping him to do it efficiently, and developing the proper attitude in his performance; relieving shortage of qualified personnel; reducing all avoidable turnover of management personnel; stimulating employees to qualify for promotional opportunities; achieving high morale and esprit de corps.

meet a designated maintenance man for a demonstration of the manufacturer's product. Most manufacturers are anxious that their product be held in esteem and will go to great lengths to prevent unjustified criticism. The representative at such a meeting will give suggestions for proper maintenance, leave lists of spare parts, and offer advice on the quantities of spare parts to be carried in stock to insure service without interruption.

6 - Obtain two lock-sets of each kind so that broken sets can be returned to the factory for repairs without inconvenience to the tenant.

7 - Have the plumber supply an adjustable tool to re-seat all faucets. Two trips of a plumber to the project is a greater expense than the cost of the tool. I believe management would be pleased to accept the valve-seating tool rather than wait for a plumber to come and make the repairs.

8 - Arrange for demonstrations on the following equipment by the manufacturer for the benefit of the maintenance staff: hot air furnace and regulating devices, automatic hot water heater, gas range, electric refrigerator, door checks.

THE MASTHEAD

Shown in the Masthead is one of the pictures taken by the New York newspaper, PM, on the occasion of the opening of an air raid shelter at Lavanburg Homes (110-units, New York City), said to be the first on the Lower East Side. PM ran a page of pictures on the opening and the New York Times carried the following story and a picture of Lavanburg tenants filing into the shelter.

East Side Housing Gets Raid Shelter for 600; Kitchen Is Stocked With Food for Four Days

An air raid shelter a half block long, complete with sand-bagged entrances, was opened yesterday in the basement of Lavanburg Homes, the city's oldest low-cost housing project, at 124-42 Baruch Place, on the lower East Side.

The shelter, containing a first aid station, nursery and game rooms, was designed by Pratt Institute's department of housing. Affording safe and comfortable refuge for 550 tenants as well as fifty neighbors, the shelter was opened at 2 P. M. yesterday with a practice drill.

At signals by the forty air raid wardens of the development, 142 persons, mostly women and children, filed in orderly lines to the nearest of eight reinforced entrances at the front and rear of the six-story building. Thirty small children of pre-school age marched into the nursery singing. There seated on the floor, they listened to nursery rhymes and stories during the half-hour drill.

In another room the older folks, including the oldest tenant, Isidore Antman, 76 years old, sat in neighborly groups discussing the war. Wardens of sector D in the streets directed passing neighbors to the shelter.

On the roof of the building are devices for dealing with incendiary bombs. Provision against sustained raids has been made with a large kitchen, stocked with a four-day supply of canned goods.

The drill will be repeated every two weeks and during regular public drills and blackouts. Joseph Schafer is senior warden in charge of the house and Abraham Goldfeld, executive director of the Lavanburg Foundation, is manager of the project.

The shelter, begun three weeks ago, has been provided without cost to the 110 families by the foundation. The house is between Houston and Stanton Streets, one block from the East River. It was built in 1927.

FROM HERE AND THERE...

BELIEVE IT OR NOT— With the recent grading of rents by the Chicago Housing Authority, it was found possible to reduce the rent of several tenants, one of them an old man supported by public funds. When he was notified of his reduced rent, he insisted on remaining in the higher bracket, saying he could afford to pay the higher rent, was willing to pay it, in fact felt the comfort of his accommodations was well worth the original rental. He was finally convinced that rising living costs would make the reduction welcome and agreed to the new rate.

OPA SECURITY DEPOSIT RULING—

Some time ago the Housing Authority of the City of Pittsburgh decided that current operating conditions warranted increasing security deposits from \$5 to one month's rent. Upon consulting OPA to see if such an increase would be a violation of the area rent freezing regulations, the Regional Rent Director stated that since the increased security deposit is not rent, it does not, as such, violate the rent freezing order. However, the opinion further was that inasmuch as the higher deposit constitutes a new condition in the lease, the increased security deposit requirement is unenforceable by eviction for such tenants as held leases on March 1, 1942, should they refuse to sign renewal leases carrying the new requirement. The Authority has, therefore, returned to the \$5 deposit and is refunding whatever amounts tenants may have paid on security deposits in excess of \$5.

MEDICAL SERVICE PLAN— A voluntary prepaid medical service plan for war housing tenants is in operation at the Marin City development of the Marin County Housing Authority in California. It includes complete medical care, surgery, and hospitalization. So far the 600 families and 1100 single men already living in the community have joined the plan.

CONTRIBUTIONS FROM READERS

REVENUE FROM 'PHONES

▶ Alvin A. Mermin, Manager of Farnam Courts (300 units) in New Haven (Connecticut) reports that he has successfully carried through negotiations with the local telephone company to receive a commission on the intake of public telephones installed on the community grounds. The commission was applied for on the basis of the heat, light, and space provided by Farnam Courts.

Mr. Mermin further reports that the two installations on this development have been running at between \$40 and \$50 per month--which, at the rate of 15 per cent of intake means about \$6.50 in commissions. He suggests that other cities might try out this plan and that the revenue thus gained be applied to community activities programs or be used for petty cash expenditures "which at present assume unwarranted importance and exaggeration because of the red tape and office procedure necessary to put them through."

MAINTENANCE CALL TECHNIQUE

▶ Wilson M. Dokken, Housing Management Aide for an FPHA direct management project in South Bend (Indiana) describes below the technique used at his project for handling maintenance calls: "When a tenant reports a service call needed, we fill out a form showing name, address, date, service needed, etc., placing it on the desk in the maintenance shop. The maintenance department makes the service call and enters on the slip the time and materials used. However, it sometimes happens that this maintenance slip is lost--it may blow on the floor and be swept up by the janitor or it may work loose from a maintenance man's 'clip book' as he tosses it on

the seat beside him in the service truck. To have a check against such possibilities and to prevent a tenant from saying he reported a repair that hasn't been adjusted, we use the following double check. When a tenant enters a service request, in addition to filling out the form as noted above, a brief account of the request--name, address, service, date, with a space left for checking when the job is completed--is entered on a large sheet of paper that we keep on the counter in the management office. We have found this sheet to serve the following purposes: (1) It eliminates looking for someone in the maintenance department when we want to check completion of service calls. (2) It safeguards against lost maintenance forms. (3) It often tells us where on the project the maintenance man is working. (4) It shows us whether we are keeping up with our calls. (5) A glance at the sheet shows us the type of service calls we are getting. (6) If in a day or so, there is no check mark after each entry, we can ask the maintenance man what is causing the delay."

MORE KITCHEN SHELVES

▶ Mr. Dokken reports another practice instituted in his development. "The kitchen cabinets provided in our dwelling-units included a two-shelf metal cabinet attached to the wall and a metal broom cabinet with one shelf at the top. Inspection revealed that the top shelf of the broom cabinet was being used but that the bottom part was usually empty as brooms and mops could more conveniently be hung in the utility room. When tenants explained what an advantage more shelf space in the kitchen would be, we began to study how the

broom cabinet could better serve. We hesitated to drill holes through the metal cabinet to attach shelves. Finally we worked out a system of placing frames supporting cleats for shelves along the sidewalls of the cabinet. We then install three plywood shelves on these cleats. Our finished shelves are sturdy and rigid. Our charge for a set of shelves has been \$1.25 (the actual cost). We have received many favorable comments, as we have increased the kitchen shelf space by approximately one-third."

GIVE-AWAY PAMPHLETS

▶ George S. Binen, Manager of Elm Haven (487 units) in New Haven (Connecticut) writes: "Sometime ago, I read in the MANAGEMENT BULLETIN that Leon Raider of Tasker Homes in Philadelphia had a display of consumer pamphlets for tenants to take if they were interested. We have adapted this practice for our own purposes and feel it is quite successful. Each month when a tenant pays his rent, he is given some type of folder that we think might interest the family. The psychology of this gesture is good since we are giving the tenant something more than a receipt for his money." The four folders distributed to date are: a pamphlet from the Connecticut State Rationing Administration explaining the necessity for sugar rationing and enumerating 29 ways that sugar can be conserved and three publications of the Extension Service of the State University--a card punched for wall hanging listing the requirements of a healthful daily diet, the vitamin content of various foods, and low-cost foods that contain such vitamins; a pamphlet on clothes conservation; and a pamphlet on kitchen equipment conservation.

HINTS TO THE HOUSING MANAGER

TENANT DIRECTORY

► The citizens' association at Greendale (Wisconsin--572-unit greenbelt town) compiles and distributes annually a directory of the villagers. The small fee charged for each directory is being turned over to the local defense council this year.

CLOTHES SALVAGE

► The management of Cedar-Central Apartments (654 units) in Cleveland has announced a course for women tenants in rehabilitating, salvaging, and designing clothes from discarded apparel. The idea of conducting the course grew out of the general salvage campaign for tin, grease, rubber, scrap, etc., when it was realized that in many homes there was a field of salvage that had been almost untouched--adult clothes that have been worn out in spots and discarded. The management felt that with a little direction, ingenuity, and work, practical and attractive clothes for children could be made from the discarded garments.

GUEST REGISTRATION

► A management rule at Elm Haven (Connecticut--487 units), the violation of which may cause cancellation of a tenant's lease, is that tenants may have guests that remain as long as three weeks--if they remain longer than a week, however, a written statement must be submitted to the management office, giving the guest's name, date of arrival, and expected date of departure. The management warns tenants that if violations of the rule appear to be deliberate, the lease will definitely be cancelled.

THRIFT SHOP

► A fund for community entertainment functions and for com-

munity equipment is maintained at Merrimack Park in Norfolk (Virginia--500 units) by conducting a "Thrift Shop." Tenants contribute to it articles that are no longer useful to them but that might well serve someone else's purposes-- as outgrown clothes or household articles that are being replaced. The shop is open afternoons from 1 to 4 in the community building and its motto is: anything you can't use, turn it in to the Thrift Shop.

WOMEN CARPENTRY

► Women at Carmelitos in Long Beach (607 units) made the articles shown in the picture below in the community shop. Projects Manager Ray Y. Copelin of the Housing Authority of the County of Los Angeles draws particular attention to the variety of clever ways in which empty thread spools have been used.



SUMMARY LIST

► At a recent NAHO regional conference one participant reported the use of a summary list of major points of eligibility attached to the outside of an applicant's folder during tenant selection. Such a list facilitates quick review by the authority's execu-

tive director without the necessity for his studying the entire record.

FORM LETTER SAVES TIME

► The Housing Authority of New Orleans discovered that during tenant selection so many applicants called in person or by 'phone to inquire about their status that a great deal of staff time was being lost. To meet the problem, a form letter was drawn up and sent to all eligible applicants asking them not to telephone or call at the office but to write a letter when they wished further information about the status of their applications or wished to submit information about themselves that might affect their eligibility.

CONTEST

► The tenants' council at Bedford Dwellings in Pittsburgh (420 units) last year conducted a contest among the tenants to obtain the best possible statements in 25 words on the subject: "WHY I LIKE BEDFORD DWELLINGS." A local merchant offered a prize and a group of local management officials judged the statements on the basis of those that best typified the attitude of tenants in a public housing project toward the community in which they live. Some of the statements were: "It provides all the facilities and conveniences of the modern home, creating an environment of contentment and happiness." -- "They provide a healthy standard of living conditions that is within the financial reach of the average American family." -- "They meet the United States Government standards required for healthy family life, minus the financial burdens usually accompanying good living." -- "They are the means of reclaiming many families whose impoverished living conditions had brought about a general despondency."

